

Dradley ONL Mag & Doc Institute

Questions and Answers

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Question: One thing worries me about security. I listened to your words very carefully have that openness (unintelligible But one things worries me is thatyou have to do now Keep it up.and being able to control that without the oversight but I'm behind you 100%the best intelligence organization in the world and that's what you ought to be.

Answer: Thank you. The question was are we able with these new policies of openness and oversight to keep ahead of the KGB and other intelligence organizations and still be the best in the world? _____

I think we are the best in the world still and will be forever. Now, you referred in your question as to ^{to take} the cuts we are forced/ the Central Intelligence Agency today. Let me lift just a little fog of the Washington Post from your eyes. All they say is not always true, hard as they try. Nobody imposed the cuts on us. Nobody gave us the financial total or nobody gave me any directions. But from the day I arrived in the Central Intelligence Agency last March, I kept hearing your older staff. And there are a lot of organizations in this world that can afford to be overstaffed without ruining their people because the people aren't that

capable or ambitious. But when you take the high quality individuals we have in the CIA and you underemploy and oversupervise them, you have got morale problems and you have got a problem of how am I going to induce into the organization the young men and women who will make it as good in 1990 and 1995 as it is today. And I took the cut, and I took it because you as taxpayers and myself as a taxpayer don't want to pay for 820 people more than the CIA needs; and as a manager I do not want to try to maintain esprit, morale and productivity when we are overstaffed and overmanaged. And there has been nobody in the Central Intelligence Agency, nobody has questioned the need for the cut. I told them all this on the 8th of August and nobody complained at all until the 1st of November when the first pink slips went out. I would go on all night on this and it's not what you really want to hear, but let me just assure you that the cuts that we are taking at the Central Intelligence Agency are all in the Headquarters and the purpose for taking them is to strengthen our operation not to weaken it in any way. That is the only purpose behind it.

Question: Unintelligible

Answer: The strategic potential capabilities and objectives of the People's Republic of China. Clearly we all

recognize the vast long-term potential of a country with that amount of manpower and that amount of resources. In the near-term, we believe the new Chinese Government is dedicated much more strongly than previously to building up its economy and to improving and taking advantage of the opportunities that they have bypassed in recent years to ideological strength. At this point I do not see a military expansionist attitude in China. But I certainly see a great concern with the possibility of a military clash with their northern neighbor, the Soviet Union. I do not see any immediate threat to the island of Taiwan. The potential capability is there but in my view it would be very costly; one, because they have not built a special amphibious type force at this time. We see them 10 to 12 years behind us in sophisticated electronics and that type of thing; but we do see them with a small and emerging intercontinental nuclear missile force which is coming along. So, in a word, they are not today either a major economic or military power but they are certainly a very important political element in the world and a great potential in the military and economic spheres.

Question: I was wondering whether you could ^{draw} ^{line} ~~cast~~ a little light between CIA intelligence gathering work and covert operations?

Answer: Could I draw the line between CIA's intelligence gathering and covert operations? Yes. In our

jargon the word covert operation, covert action is not an intelligence function. covert action is the effort to influence events or opinions in other countries with the source of the influence remaining unknown. This is not the collecting of information, this is trying to influence things. For many, many years, this function has been assigned to the Central Intelligence Agency by our government. It's the only Agency authorized to engage in this type of activity. Today, there are very, very tight controls over this activity which is also today on very, very small scale compared to the peak during the Vietnam era. For instance, if a policymaker thinks a covert action would help in a particular situation, he would come to me, I would come up with a plan, we would take it to the National Security Council who will make a recommendation to the President who must then sign the directive that is in his view the best interest of the country that we do this. I will then simultaneously execute it and notify 7 or 8 committees of Congress. Now if those aren't enough control to keep me under control I don't know. The other function is clandestine collection of intelligence information which _____ pure intelligence function which we do both by technical means and by the classic human spy as we have in the old days and will in the indefinite future. Despite some of my

derogatory press, I do not believe the spy is doomed and the technical _____ world is going to take over. That's very complementary and they are both very, very necessary in the future.

Question: _____ from the University of Georgia. Do you see your economic intelligence gathering as just a by-product of your central mission

Answer: Is economic intelligence collection a by-product of our primary mission? No, by no means. It takes quite a bit of resources in many cases to do it and it strictly stands on its own and is justified on its own and our relationship as far as the competition for assets is concerned with military and political intelligence. And I think it is going to grow in importance over the years and probably will have in increasing proportion of the assets assigned to it. But it has a sizable number today.

Question: Unintelligible

Answer: The gentlemen asked if I would discourse and if my wife can talk to the gentlemen he would know that he has just become extremely vulnerable. Might be here all night. Discourse on the two or three principal threats domestic or military or economic or otherwise in the United States today. This is an excellent question and I am going to think on my feet about this one. I will not talk about domestic threats because that is not my bag as they say,

Answer: and I have to be very careful because the Central Intelligence Agency does not operate in the United States or against Americans, and (muffled) We are involved in counterintelligence we don't do the counterintelligence in the United States the F.B.I. does and we have to work closely with them because we do the overseas counterintelligence. I will say, quite frankly, that the intelligence effort posed against us by the Communist bloc today is increasing to a magnitude that is dangerous. What are real major threats to our country? I don't think there is any question that the western alliance has the strength and the will to stand up to the growing Soviet, Eastern European military activity. But I must say that we must be very alert if we tread a fine line between maintaining sufficient military strength to maintain our self-confidence and spend so much time to the military that we hurt our economic position and/or exacerbate our interests with the eastern bloc. But if I understand what I believe is the policy of the Soviet Union, it is to trade from their weakness in economics and politics compared with us to their strength in the military sphere and hope their _____ can gain political leverage. They surely cannot compete with us economically and they really are not full scale members

Answer: of the world political scene that we are, but they certainly have and there is no way that we can deter other than hoping to make agreements like Strategic Arms limitations, their continued growth and military power. No one knows philosophically how one transplants military power into political leverage, but one way it can be done is if you get scared. So we must maintain that resolve and whatever level of military strength it is that keeps us in that resolve, and I don't know how you measure that and I'm not advocating a big military program, and I'm not advocating a cut-back, I'm simply saying I think that is the most important thing. We must all think about it. When do you, when do our friends in Europe and our allies in the middle East begin to feel nervous because of this growth of both conventional and strategic military power_____ I think that is the cardinal thing that we must do, and yet, perhaps the second threat to me is a dissolution of economic cooperation that has developed around the world. Thirty years ago 80% of the world's land mass, 75% of its population and almost all of its economic activity was controlled by Western Europe and the United States. Today we know that is not the case, it's an entirely different world, we must acknowledge, recognize, encourage independence and freedom of each other's economies and powers but at the same we cannot

let that _____ in chaos. And on the media scene, for the third answer to your question sir, clearly, the situation in the middle east for which we are all praying tonight and every night is a very difficult, exciting moment of history, which is of tremendous importance to all of us.

(Thundering Applause)